

## WHAT THE BALANCED SCORECARD MEASURES CAN TELL US ABOUT OUR HR ORGANIZATION

Customer	<b>Service Excellence</b> <ul style="list-style-type: none"> <li>Customer perceptions regarding HR service quality &amp; timeliness (Customer Survey)</li> </ul>	<b>HR Consultation &amp; Expertise Valued</b> <ul style="list-style-type: none"> <li>Customer perceptions regarding HR consultation &amp; staff expertise (Customer Survey)</li> </ul>	<b>HR Innovation &amp; Leadership</b> <ul style="list-style-type: none"> <li>Customer perceptions regarding personnel reform (EAS)</li> <li>HR &amp; LOB Human Capital Efforts (HCM Survey)</li> </ul>
Performance Results	<b>Meet Goals</b> <ul style="list-style-type: none"> <li>% HR projects completed on time (AHR Report System)</li> </ul>	<b>Efficient Use of HR Resources</b> <ul style="list-style-type: none"> <li>HR resource spending (Budget &amp; Accounting Data)</li> <li>HR labor distribution (Cost Accounting)</li> </ul>	<b>Improved Practices within LOBs</b> <ul style="list-style-type: none"> <li>Knowledge transfer (Customer Survey)</li> <li>Improved LOB processes &amp; practices (Customer Survey)</li> <li>Meet unique needs (Customer Survey)</li> </ul>
Internal Processes	<b>Consistent Policy Interpretation</b> <ul style="list-style-type: none"> <li>Personnel Management Evaluations</li> <li>HR Policy Training Evaluations</li> </ul>	<b>Effective Labor-Management Relationships</b> <ul style="list-style-type: none"> <li>Consolidation in bargaining units</li> <li>Partnership Council meeting attendance</li> <li>Grievances &amp; ULPs</li> </ul>	<b>Attract &amp; Retain High Caliber Employees</b> <ul style="list-style-type: none"> <li>Timeliness of automated/non-automated selections</li> <li>% of voluntary &amp; involuntary attrition</li> <li>Selecting official interview data</li> </ul>
HR Employee	<b>Empowered HR Employees</b> <ul style="list-style-type: none"> <li>HR employee perceptions of empowerment (OPS BSC)</li> </ul>	<b>Satisfied HR Employees</b> <ul style="list-style-type: none"> <li>HR employee perceptions of job satisfaction (EAS)</li> <li>HR employee perceptions regarding commitment to service (OPS BSC)</li> </ul>	<b>Rewarding HR Work Environment</b> <ul style="list-style-type: none"> <li>HR employee perceptions regarding communication (EAS)</li> <li>Performance rewarded (EAS)</li> </ul>
Learning & Growth	<b>Capitalize on Talent</b> <ul style="list-style-type: none"> <li>Identify &amp; close skill gaps (STAHR)</li> <li>Implement HR Workforce Planning (AHRReport System)</li> </ul>	<b>Increase Capacity to Improve</b> <ul style="list-style-type: none"> <li>Increase in professional credentials (STAHR)</li> <li>% of PC&amp; B spent on training (Budget &amp; Accounting Data)</li> </ul>	<b>Leverage Data/Information</b> <ul style="list-style-type: none"> <li>Availability &amp; quality of data (HRIS audit)</li> <li>Timeliness &amp; responsiveness to internal HR requests (Survey)</li> </ul>